

APB SPOTLIGHT

Department of the Navy Acquisition Policy and Budget (AP&B) Newsletter

MARCH 2021



Inside this issue:

RDAIS Update — Leveraging DevSecOps and Agile	1
Demystifying the Adaptive Acquisition Framework	2
EVM/IPM Updates — from the Center for Earned Value Management	2-3
Updated Policy for Input of Programmatic Information into RDAIS	4
Conducting Integrated Baseline Reviews Virtually	4-5
Adaptive Acquisition Framework Podcast Series	6
Striking the Balance Between Price and Value in Software Acquisition	6
Acquisition Reporting Tips and Tricks	7

RDAIS Update — Leveraging DevSecOps and Agile

RDAIS 3.0 is leveraging the NIWC OASIS team's transformational DevSecOps culture, as well as a suite of automated development and cyber security tools from Marine Corps Business Operations Support Services (MCBOSS). This development approach adopts OASIS and MCBOSS software factory practices building on a proven platform pipeline with increased security inheritance. OASIS is a catalyst for bringing together platform owners and mission owners along with software developers to work in a collaborative environment with access to training, tools, services, platforms, processes and contracts needed to transform and create a successful DevSecOps pipeline.

This cultural change to a DevSecOps approach will help us deliver new capabilities with increased speed to market. DevSecOps allows us to immediately put functionality into our efforts. On day 1, we are in a production environment with customers and stakeholders embedded in the process, working side-by-side with developers to deliver a new and improved system faster and at a lower cost than in the past.

The RDAIS 3.0 team deployed its fourth instance to Production (D4) in late February. This update included security features associated with account creation and user authentication as well as creating some sub-reports. As part of our DevSecOps approach with RDAIS 3.0 we operationalized our Development Environment to provide the user community access in order to see actual code in development. The development team provided access to designated user community representatives who were able to login into our development instance, monitor real-time system updates, see code changes and provide immediate feedback to the developers as sub-reports are being generated. The development team continues efforts to integrate user feedback sessions to include real-time live updates during the User Interview sessions. This is innovation at work.

Thursday, March 25th 08:00-08:55



FEDERAL NEWS NETWORK

DoD CLOUD EXCHANGE

Using Cloud to Transform Service Delivery

SPEAKERS

Kevin Allen, Program Manager, PMW 250, PEO MLB
Andrew Tash, Technical Director, PEO DIGITAL
Travis Methvin, Portfolio Lead, Cloud, PEO DIGITAL

To hear more about our efforts, check out our RDAIS Program Manager in PMW250 (Mr. Kevin Allen) speak at the Federal News Network DoD Cloud Exchange discussion on 25 March.

Demystifying the Adaptive Acquisition Framework

On February 4th NAVALX's Matt "Mohawk" Denny, Dr. Marina Theodotou (DAU), Lisa Haney (PEO C4I), and Robert Borka (DASN AP&B) kicked off our efforts to demystify the Adaptive Acquisition Framework. This below link will take you to a 20 minute video where we talked about our first set of vignettes and tools developed to help the acquisition community make best value decisions on choosing a pathway.

YouTube - <https://youtu.be/yUmwQ0BbPfs>

LinkedIn - https://www.linkedin.com/posts/navalx_demystify-the-adaptive-acquisition-framework-activity-6763147607373049858-ZtEq

For access to our Use Case and Guide Book on the AAF: https://intellipedia.intelink.gov/wiki/NavalX_Playbook_-_PEO_C4I_Acquisition_Pathways

For the DAU AAF website: <https://aaf.dau.edu/>

For DAU Webcasts on the AAF: <https://lnkd.in/eeYpsnZ>



EVM/IPM Updates – from the Center for Earned Value Management

IPM TOOL DEVELOPMENT

The Integrated Program Management Data Analysis Report (IPMDAR) Data Item Description (DID) was approved for use on 12 March 2020. The IPMDAR DID supersedes the previous Integrated Program Management Report (IPMR) DID and is now required on DON solicitations and Requests for Proposals. The existing DON EVM tool, wlnsight 8.0, is not capable of handling the new IPMDAR DID requirements, such as JavaScript Object Notation (JSON) file, and a replacement is required.

The Naval Center for Earned Value Management (CEVM) and Integrated Program Management Stakeholders Group (IPM SG) has been working towards a tool that can fully utilize the lower level of integrated cost and schedule data provided along with providing analysis to replace many of the custom tools developed across the System

Commands (SYSCOMs) out of necessity. The Naval CEVM and IPM SG started working with the Naval Air Warfare Center Training Systems Division (NAWCTSD) Enterprise Research Data Scientist (NERDS) team on developing a DON IPM tool solution in October 2020. The NERDS team, working part-time over approximately 2 months, developed an EVM Exporter (E²) tool that extracts EVM data out of legacy and current JSON format and exports to a user friendly format (CSV, MS Excel, Access Database).

In January 2021, Deputy Assistant Secretary of the Navy for Acquisition Policy and Budget (DASN(AP&B)) provided funding for the NERDS team to work on the DON IPM tool solution full time. The project is using an Agile software development approach to continue expanding upon the

...continued next page

current capabilities of the E². The NMCI desktop application will be capable of supporting: data loading and validation; merging multiple files for a contract into a single file; use a common data schema regardless of the input data type; generate EVM reports and allow for customization by analysts, and provide visualizations to support analysts. The solution plans to move from the desktop application to a web based application.

IPMDAR TRAINING

The Naval CEVM and the Integrated Program Management Stakeholders Group (IPM SG) have been working to develop a DON IPMDAR Training. The Naval CEVM set up a training session for the IPM SG with OUSD ADA IPM Division. We had a chance to work with ADA IPMD to review/comment on the slide deck used. The training proved to be helpful and insightful. The Naval CEVM and IPM SG have been working to convert the OUSD ADA IPMD training materials into DON specific training materials. We started with the IPMDAR training materials provided by OUSD ADA. The IPM SG had a chance to comment against the updated training materials, we had an adjudication meeting, and the slides are in the process of being updated and finalized. The training materials will be provided to the SYSCOMs for some level of tailoring to their specific environment prior to being delivered to their EVM/IPM personnel.

IPMDAR CONFIGURATION CONTROL BOARD (CCB)

OUSD ADA IPM Division started holding quarterly CCB in September 2020. Overall, there have not been a lot of changes to the IPMDAR DID or IPMDAR Implementation and Tailoring Guide. In fact, most of the corrections have been administrative in nature but it is anticipated that more topics will come up for discussion/resolution as the IPMDAR starts to be more widely put on contracts/used. The IPMDAR CCB consists of both Government representatives as well as those from Industry.

It was an issued noted where DoD contracts (including DON contracts) are being issued with the IPMDAR DID referenced in the CDRL but using language from the IPMR language. Everyone is responsible for working to ensure the appropriate language/tailoring is captured in the CDRLs. We must work together as a team to help educate those new to the IPMDAR DID and ensure the appropriate language/tailoring are captured in the CDRL. There are example CDRLs and SOW language captured in the IPMDAR Implementation and Tailoring Guide. This will also be captured in the DON IPMDAR training materials.

EVM APPLICABILITY DETERMINATION POLICY

An update to the EVM Applicability Determination (EVM AD) policy was issued by Assistant Secretary of the Navy for Research, Development, and Acquisition (ASN RD&A) and Deputy Assistant Secretary of the Navy for Acquisition Policy and Budget (DASN AP&B) on 08 January 2021. The update to the ASN(RD&A) policy memo was necessary to delegate Business Category (BCAT) authority to DASN(AP&B). The DASN(AP&B) policy memo was updated to primarily ensure the Navy Marine Corps Acquisition Regulations Supplement could be updated to ensure the EVM requirement would not be applied to Level of Effort work and allow an approved EVM AD decision to omitted or removed the EVM requirement from a DON contract. In addition, the EVM AD decision could be used to omit, remove, or tailor the Integrated Baseline Review requirement from a DON contract. The NMCARS update was issued on 17 February 2021. An updated EVM AD Form in a fillable PDF was provided with the issuance of the updated EVM AD policy memos. Training on the new policy is being developed, and those training materials will be reviewed and refined by the Integrated Program Management Stakeholders Group (IPM SG). The Naval CEVM plans to provide the initial training to the IPM SG and record the session to make available enterprise-wide.

Updated Policy for Input of Programmatic Information into RDAIS

This updated policy, dated 22 Feb 2021, takes the following action:

- 1) Eliminates monthly contract reporting requirements;
- 2) Identifies specific budget reporting requirements;
- 3) Reinforces that the PEOs and SYSCOMs are responsible for ensuring accurate and timely RDAIS submissions; and

- 4) Provides clarity on reporting requirements for Acquisition Category (ACAT) I-IV programs and Abbreviated Acquisition Programs based on updated guidance from the Adaptive Acquisition Framework.



The policy can be read in full at: <https://rdais.navy.mil>

Conducting Integrated Baseline Reviews Virtually

Written By: Andrew Wargo IV, IPM/EVM Community Manager, DIRSSP

These are unprecedented times in modern history. The nation has been grappling with the social, cultural, and economic effects of the global COVID-19 pandemic. Virtually everyone who was not accustomed to full-time remote work prior to March 2020 has had to work to become flexible and productive in multiple ways: indefinite remote access to networks, remote meetings, the pervasive absence of in-person meetings, and the loss of many small interpersonal interactions that serve to maintain team cohesion and working relationships.

Integrated Baseline Reviews (IBRs) are no exception when it comes to experiencing the effects of the pandemic. The statutory, regulatory, and contractual requirements mandating the execution of IBRs have not been relaxed, so it became incumbent on all functional areas within the program management discipline to execute them as best as possible given the constraints.

After conducting several IBRs entirely with remote teams during the pandemic, applying several key practices have resulted in successful execution of the reviews:

1. DO NOT ALTER THE IBR OBJECTIVES.

The fundamental objectives of an IBR are to achieve government and contractor program manager concurrence that the baseline is executable as planned, adequately resourced, contains all of the appropriate scope, and that active risk and opportunity management are being exercised. None of these outcomes should be sacrificed when conducting an IBR remotely.

2. CONDUCT IBR TRAINING.

It may be as simple as a quick refresher on the processes and expected engagement style, but it serves to reinforce a collaborative approach to the review. If more than a year has passed since the last IBR, or there are new team members, the training serves as a good opportunity to further establish collaborative working relationships and reduce the likelihood of miscommunication regarding the progress of the upcoming IBR.

...continued next page

3. EXPECT TO REVIEW SLIDES ON LOCAL MACHINES.

Planning for, and utilizing, an online collaboration environment is the ideal approach to conducting an IBR remotely because it reduces the impact of everyone not being in the same room. However, many contractor employees do not have Common Access Cards and cannot access the Defense Collaboration Service environment or MS Teams. Other environments are not necessarily conducive to sharing Controlled Unclassified Information and therefore may be unsuited for an IBR. Even if all of the appropriate people can access a suitable collaboration environment, connectivity issues at any level could cause impacts ranging from a few people to the entire team.

4. AN IBR CAN BE CONDUCTED ENTIRELY ON THE PHONE.

With everyone holding copies of the presentation slides and artifacts on local machines, connectivity failures can be overcome quickly with everyone dialed in to a conference bridge. It takes more time and patience to be sure everyone is on the correct slide, but discussions often can proceed faster without having to wait for a collaboration environment to propagate slides to all participants.

5. GET DATA EARLY.

It will yield many benefits to get the pre-IBR data package early. Downloading the data over remote connections will take longer, data distribution issues will need to be resolved, and the usual in-person discussions over the data packages will need to be conducted remotely. Working through these challenges is a worthwhile component of the IBR training.

6. COMMUNICATE MORE FREQUENTLY.

Due to the entirety of the IBR team working remotely, it will pay huge dividends for the government and contractor IBR coordinators to have planned regular meetings leading up to the IBR to resolve nearly inevitable challenges. Looking toward planned meetings will yield far more positive results than many ad hoc meetings. Conduct hotwash meetings after an IBR, or

after a group of them, to document any needed process changes.

7. PRACTICE GOOD PHONE / TEAMS ETIQUETTE.

Very few people enjoy being interrupted. Very few people enjoy listening to long presentations on the phone/Teams without an opportunity to speak. A few key practices during remote IBRs, or any meeting, will contribute to more successful engagements: don't put the call on hold (it tends to flood conference bridges with music), join the call from a hardline if your cell service is variable, let people finish speaking, try to use frequent breaks when presenting or explaining to give others an opportunity to ask questions, exercise patience and extend the benefit of the doubt when you think you heard something disagreeable, and consider agreeing on a phone key to use to signal a need to interrupt (the tones are often easier to hear than interrupting by voice on a conference call).

8. MINIMIZE GOVERNMENT-ONLY DISCUSSIONS.

Some of them are unavoidable but the more discussions that include the key members of the government team as well as two or three people from the contractor organization, the easier it is to resolve questions and concerns in the absence of in-person discussions and convenient sidebars.

9. BE FLEXIBLE.

Someone's phone is going stop working. Someone's Internet connection will get interrupted. Someone won't be able to open a document. Many people have one or more children at home in virtual classrooms. Plan for interruptions, but also communicate the need for periods of uninterrupted time with folks at home as best you can.

10. ACKNOWLEDGE POSITIVE LESSONS FROM THE PANDEMIC.

There are many, but one that will yield benefits far into the future is the nearly universal recognition that we actually can effectively conduct a vast amount of business remotely and overcome many challenges with patience and collegiality.

Adaptive Acquisition Framework Podcast Series



Over the last seven weeks, the Office of the Assistant Secretary of Defense for Acquisition led a podcast event looking at the Joint Acquisition Task Force, and its role in the DoD whole-of-nation response to COVID-19. To view the podcast episodes go to <https://go.usa.gov/xsBms>.

From standing up a new organization to partnering across interagency, the podcast takes a behind-the-scenes look at support to U.S. Department of Health and Human Services (HHS) and FEMA, and ultimately the establishment of an enduring defense assisted acquisition capability. Listen today!

Striking the Balance Between Price and Value in Software Acquisition

By: DAU Public Affairs

Knowing how to strike the balance between competing objectives of price and value for software acquisition is a real challenge. The latest installment of the “Striking the Balance” webcast series set out to explore the topic more in-depth and promote collaborative discussion on ways to achieve balance.

The webcast featured a panel of experienced practitioners including Ryan Connell, Director, Northeast Pricing Team, Defense Contract Management Agency Commercial Item Group, (DCMA CIG). Connell said, “When we talk software, we talk Agile—we talk about delivering value to the warfighter, delivering capability. And so how do we strike that balance when we are talking about awarding contracts at a fair and reasonable price for software procurement?”

Panelists discussed the disconnect between price-evaluation practices used as commercial industry standards and some adaptations by DoD Contracting/Agreement Officers—specifically, procured software, that has become increasingly difficult to evaluate for price reasonableness.

“Striking the balance is a thought-process mindset, where we’re trying to take some lessons learned at some bigger software factories, etc., and make them

more approachable for those who don’t work in software factories,” Connell said.

Aligning software acquisition initial research to theory, Connell and Scott Waldman, also with DCMA CIG, provided a theoretical approach to the discussion. The panelists contributed lessons learned from their own experiences as expert-level practitioners.

The webcast also touched on comprehending the consumer market, software procurement and price influencers (e.g., licenses, software development, agile), price considerations (e.g., value and functionality, compatibility, brand recognition, estimating labor, user experience, exit strategy, financing).

Striking the Balance: Price and Value for Software Acquisition Panel Members and Speakers

- Ryan Connell, DCMA's East Pricing Director in the Commercial Item Group
- William Roberts, JAIC
- Theresa Terry, Branch Chief SAF Enterprise Support Division, DAF
- Jacky Ingram, Contracts Chief, Ops C2 Product Line Kessel Run, AFLCMC
- Florence Kasule, Director of Procurement for the U.S. Digital Service
- Matt Nelson, COO, Rise8
- Scott Waldman, Price Analyst, DCMA CIG

View the webcast: <https://www.dau.edu/events/DAU-Pricing-Forum-Series-Feb-21>

Acquisition Reporting Tips and Tricks

Many of you have asked for some tips and tricks surrounding acquisition reporting such as quarterly DAES submissions in RDAIS, or for MDAP programs, you Selected Acquisition Reports in DAMIR. Below are a few tips and tricks, and we will make this a reoccurring segment of future spotlight letters.

DAES TIPS

- ✓ When creating an Ad Hoc report, be sure you use the same Reporting Period and Estimate Type as the submission you are updating/fixing.
- ✓ When a program reaches 90% expended or 90% delivered, the program office needs to submit a memo to DASN AP stating such. Also, before the memo is signed, make sure that RDAIS reflects 90% expended or 90% delivered.
- ✓ When adding a new contract, it's suggested that you do it before you create a submission. New contracts are created outside of a submission from the Program Information page under Contracts. If you do it in this order, the contract will automatically be included as part of the submission. If you do not do it in this order, then one of us must be contacted so that we can add it in there.
- ✓ When a contract is 90% complete, go to the Overview tab and select 'All Deliveries Complete'.

SAR TIPS

- ✓ After creating your SAR in DAMIR, remember to go to Data Checks to see if there are any errors that need to be fixed.
- ✓ Out-of-Cycle SARs are required for Nunn-McCurdy Unit Cost Breaches, Schedule delays of 6 months or more since the last SAR, new programs added to the MDAP list or program terminations, programs entering Production phase.
- ✓ When a program reports a new breach in their SAR, it needs to be explained in the Threshold Breach section of the SAR. If the program is reporting on a prior breach, then it needs to be stated in the Threshold Breach section including which SAR it was originally reported in.
- ✓ Cost and Funding section of the SAR should align with the PB submission values.
- ✓ In the Contract section, provide the six largest contracts over \$40M.